

SUCCESSION PLAN

ENDUMENI SUCCESSION PLAN

A dynamic Placement Strategy

Goal:

The goal of this plan is to put a strategy in place to comply with the Employment Equity Act and the South African Local Government Bargaining Council Memorandum of Agreement 3.1.4

“Where more than one employee can be close matched to a post and there is more employees than there is posts, the following factors will be used to facilitate the placement decision: The provisions of the Employment Equity Act and Affirmative Action must be the overriding factor that will decide placement and preference to the placement of designated persons must strictly be adhered to.”

Plan Rationale

The top management of Endumeni Municipality is “lily white” and male. This is certainly out of compliance with the Act and Affirmative Action. Therefore, a succession plan must be put in place that within three years from the initial placement of top management, the individuals to succeed must be identified and be inducted into succeeding the current incumbents.

Plan

- 1) Council and top management must study the plan, make adjustments to the plan, and adopt the plan for implementation
- 2) Appoint plan facilitators one from each of the sections: a. Corporate :- HR, Safety, Health, Protection Services. b. Technical Services:- Electrical/Mechanical, b. Civil Engineering, c. Sanitation, c. Development and Planning, d. Financial – Total number (9 members)
- 3) Facilitators to identify and recommend to relevant body individuals who will be coached, mentored, be inducted into an internship relationship with the incumbents in all the sections of top level management, to facilitate a take over in three years.
- 4) The incumbents to be replaced by the Placement Committee after job profiling, to develop a plan of action for themselves in terms of what to do after the three years of coaching the interns. That plan to be tabled to the management team or council for input and adoption.
- 5) A finance plan to be put in place for the interns in the three years of coaching and mentorship. This budget item is for salaries, or stipend or benefits.
- 6) During the coaching period, arrange for relevant training for the mentees – training that will be related to their job profile.
- 7) Set a date for interns’ take over.
- 8) This plan must run for the life of the Municipality as a community development strategy.
 - A period for recycling the incumbents must be decided upon. At the end of that set period, all incumbents must be moved around to allow

an infusion of new energy and ideas. This period could be in line with the political period of five years.

- Each incumbent must devise a strategy for dynamic activity in the designated period.
- A Continuous Assessment plan must be used to assure compliance with goals of the Municipality

PROPOSED PLAN
TUESDAY AND WEDNESDAY

1. Reconcile job profiles - Supervisor and incumbent
 - a. Clear all discrepancies and questions on job profiles
2. Determine Job Profile Grading
3. Complete Job Profiling for missing profiles
4. Solicit input on Job Profiles from Senior Management – complete agreement to be secured before placement.
5. Meet the Management team to discuss the “Succession Plan”
 - a. Plan to be decided upon before any placement can take place
 - b. Labour forum to study the plan and give input
6. Set the date for Placement (Sept. 9 - 13, 2002)

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